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The Dynamics of Leadership and Change in Small Developing Islands: The case of Curaçao

Abstract

Purpose – The purpose of this article is to study the change processes in Curaçao, to test a number of general change frameworks and to adapt these frameworks for application to small developing islands. The secondary purpose is to explore whether change models developed for organizational change can be applied to small islands.

Design/methodology/approach – The article starts by creating a theoretical framework by synthesizing different models of organizational transformation and change. The empirical study reported in this paper builds on 39 randomly selected case studies. The cases are analyzed qualitatively, based on previous publications, public records and participative observation of stakeholders, including directors, shareholders, members of supervisory boards, politicians, consultants and union leaders.

Research limitations/implications – This is an exploratory study.

Practical implications – The theoretical framework of change should be adjusted for small developing islands. It should devote special attention to the small scale.

Findings – The theoretical frameworks are helpful but must be adjusted because change processes are not universal but are influenced by the context, especially the small scale.

Originality/value – The paper contributes to the understanding of change management in small developing islands.

Key words Curaçao, Netherlands Antilles, Small developing islands, Transformation, Change Management

Paper type Case study / Conceptual

Introduction

For more than two decades Curaçao has struggled to adapt to a changing world (Goede 2008). During this processes many change projects and processes were started. Many were completed but a good number were not implemented. This is not exceptional. 70% of change projects fail. In order to study and manage change, several complementary

change models have been developed and applied by practitioners. In general terms, these are not situational theories but seem to have pretensions to universal applicability.

The question addressed in this article is: Are change models universally applicable? What patterns can be discerned in Curaçao when dealing with change?

Islands can be compared to corporations (Aubert and Chen 2008; Haley and Low 1996). If islands are like corporations, it should be possible to apply change management models when studying or implementing change on an island-wide level.

The paper is structured as follows. First a synthesis of frameworks for change management is presented. Next the life cycles of Curaçao are briefly described. The methodology of the study is described. Change projects and processes in Curaçao are analyzed. The framework is discussed in the light of experience from Curaçao, based on the analysis. This is followed by concluding remarks.

A theoretical framework of leadership and change management

Change is defined as the movement of a person, group or organization from a current, not desired situation to a future, desired situation. One of the first models of change was developed by Lewin (1946) and assumed that the change process has three stages: Unfreezing, Moving, and Re-freezing. But the new clichés of today are that *Change has changed*, and *Change is the only constant*. Authors relate the change of change to the

shift from the industrial age to the new economy (Kotter 1996: 19; Abraham and Knight 2001).

Organizations can be categorized in to three groups: governmental organisations, non governmental organizations (NGOs) and profit organizations (Greene 2005: 58). Budd uses the terms ‘Public Domain’, ‘Civil Society’ and ‘Private Market’ (Budd 2007: 532). Change is contingent. Change processes are different for each category of organization.

Public Domain	Civil Society	Private Market
Core Government	Associations	Global
Semi Government	Foundations	Captive Market

Figure 1: Classification of organizations

Everett Rogers (1995) in his 1962 book, *Diffusion of Innovations*, theorized that technological innovations would spread through society in an S-curve, as the early adopters select the technology first, followed by the majority, until a technology or innovation is common. The curve can also be applied to development of organizations.

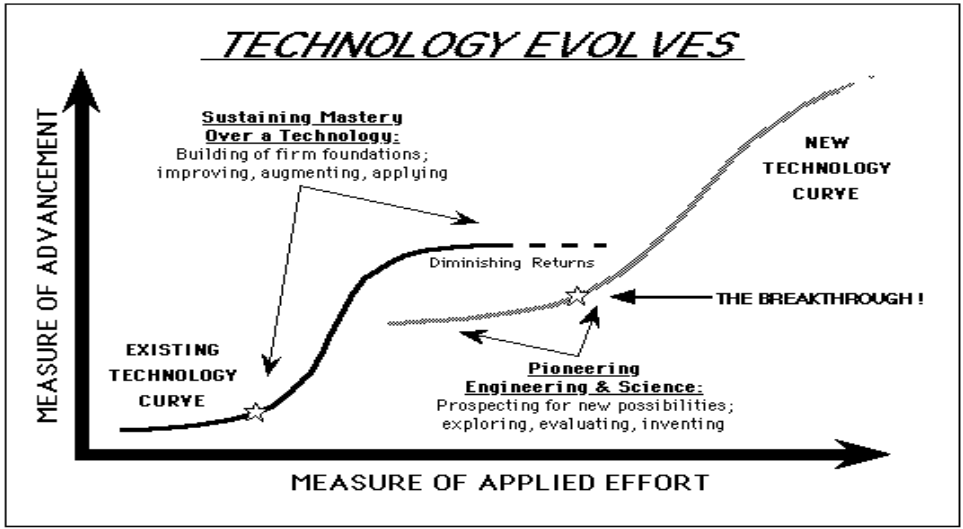


Figure 2: The S-curve and the second curve (Abraham and Knight,2001; McNamee and McNamee 1995)

The S-curve is related to the Boston Consultancy Group Matrix (BCGM). According to the BCGM, sectors, activities, projects, products or technologies can be categorized into four categories: cash cows, dogs, question marks or stars.

Business growth	High	Star	Question mark
	Low	Cash cow	Dog
		High	low
		Relative market share	

Figure 3: Boston Consultancy Group Matrix

Question marks are growing rapidly and thus consume large amounts of cash. They have the potential of gaining market share and of becoming a star if successful, or a dog if not. Stars have high market share in a fast-growing market. To sustain this position extra cash may be required. When growth slows down they become cash cows or dogs. They avoid becoming a dog by starting new question marks and so start a new life-cycle. Cash cows

have high market share in a slow-growing, mature market and generate a cash surplus.

Dogs have low market share in a mature, slow-growing market and break even. They are kept because of the social benefits of providing jobs and possible synergy with other activities.

The S-curve and the BCGM can also be related to the organizational types described by Mintzberg (1979). Organizations start as Simple Structures, develop into a Machine or Professional Bureaucracy, depending whether they are more production or service oriented, continue their development into a Divisionalized Form for further growth and adopt an Adhocracy Form to re-invent themselves and start a new life-cycle.

Organizational change is the transition from one organizational form to the next. This is shaped by the four contingency factors: Age and Size, Technology, Environment, and Power.

Organizational change involves two dimensions: hardware (technical: structure, systems and processes) and software (people: transformation or acceptance) (Arthur Andersen 1997). The change of hardware alone does not determine the success of the change but it is the transformation of people and their interfacing with the technology that determines success.

The scope of change can also be categorised into three groups: Small changes, improvements; Medium changes, restructuring; Big changes, re-engineering, start-overs or business process redesign (BPR). Abraham and Knight (2001) also describe three

types of change: gradual change or gradual improvement; continuous change or continuous improvement; and discontinuous change, moving performance from one level to a radically different level.

$$R = TA$$

R = result of change

T = technology

A = acceptance by people

Acceptance is determined by the leadership provided. Leadership is situational and is one of the four change agents. The four change agents are simultaneously involved in a change process: senior leadership, middle managers, external consultants, and teams.

Each has a different perspective and role (Andrews *et al.* 2008).

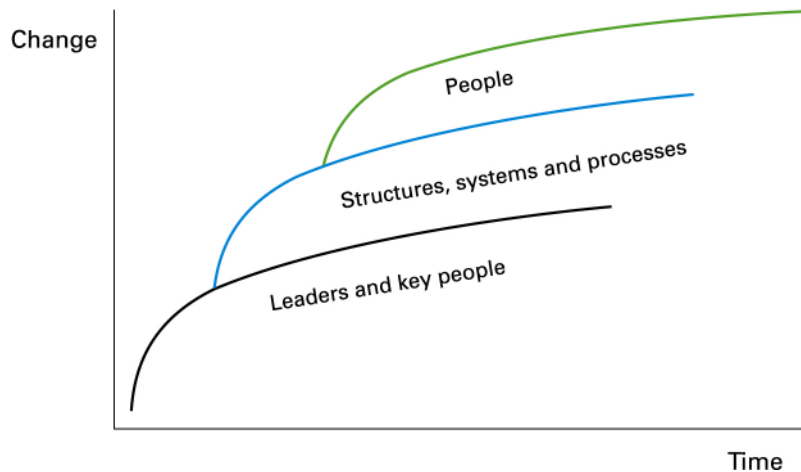


Figure 4: The relationship between Leadership and key persons; Structure, systems and processes; and Peopleⁱ.

The technical change (change of the hardware) has three stages: Leading, Designing and Realizing. Leading is the process of preparing the organization to design and begin realizing outcomes specified in the business vision. Designing is the process of creating and enacting a change plan to close the gap between the current state and the desired

future, by defining the major tasks and activities for the transition period, and determining the structure and management mechanisms necessary to accomplish those tasks. Realizing is the process of enacting desired changes, measuring results, and identifying required adjustments to the change plan. This is illustrated in Figure 4.

People resist change. There are three levels of resistance: Resisting the Idea Itself – a cognitive difference of opinion; Resistance due to deeper emotional issues; Deeply Embedded (Maurer 1996). During change people go through a personal transition (a change in the software). There are three interrelated levels of reality that can be transformed: Doing, Thinking and Believing (Yolles 2007: 395). The first level transition is the easiest to achieve.

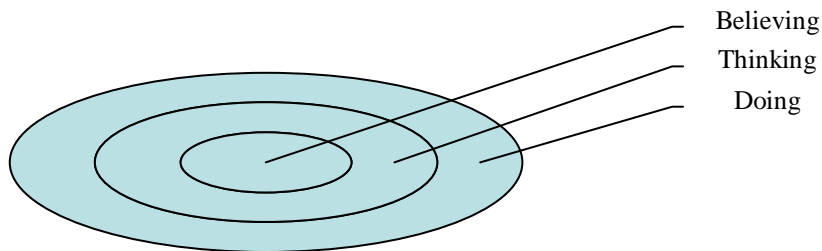


Figure 5: The three realities that are transformed.

The transition consists of three phases: Ending, Neutral Zone, and New Beginning. In the Ending there is a process of understanding the personal impact of change, letting go of the past and dealing with potential losses. The Neutral Zone (or exploration) is the process of overcoming anxiety and resistance, experimenting with changes and defining new rules and roles. The New Beginning is the process of adopting new values, attitudes and identities and seeing the tangible benefits (Bridges 2003).

Normally, during the transition period the performance of the organization decreases before it increases. Things get worse before they get better. The organization goes through the valley of despair. But there are two types of change, those which the organisation faces with reluctance, and those it embraces with enthusiasm. Even in the latter case they also have to go through the valley of despair.

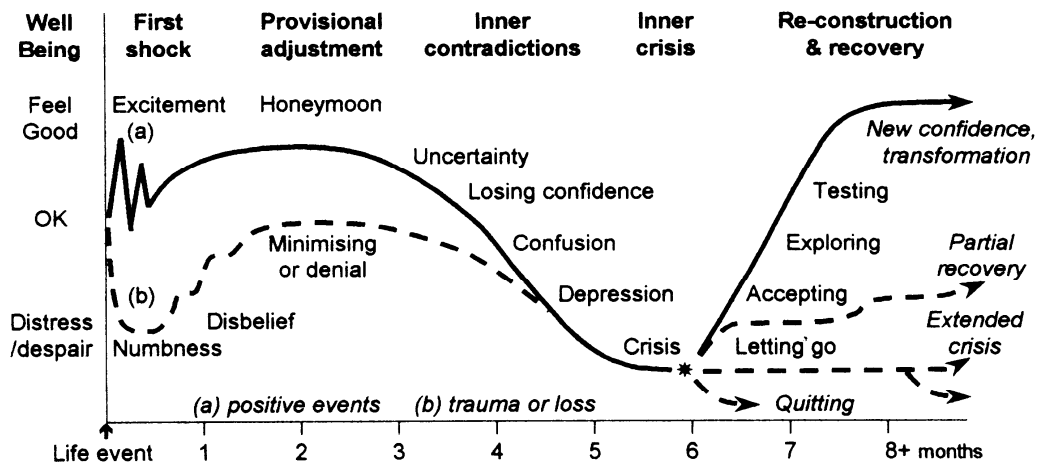


Figure 6: The curve of positive and negative transition combinedⁱⁱ.

The transition is basically an individual experience. This is best illustrated in *Who moved my cheese?* In which the four characters illustrate three responses to change (Johnson 1998). According to Rogers (1995) there are five individual responses of group members to change: innovators, early adopters, early majority, late majority and laggards. These types are represented in all organizations going through change.

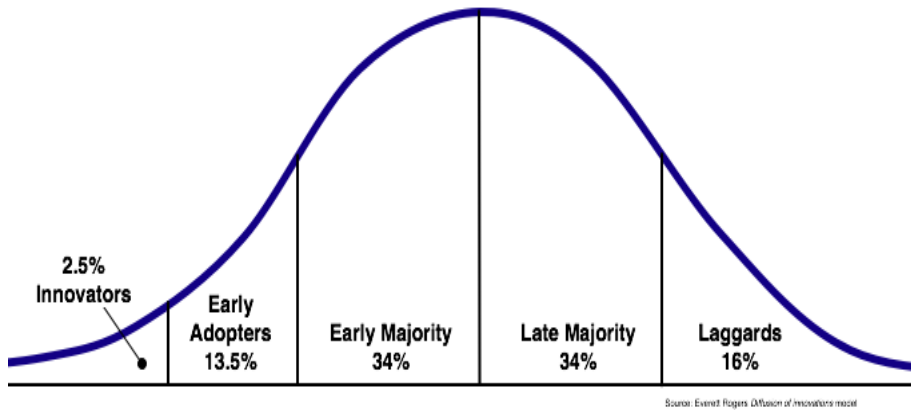


Figure 7: Individual responses to change of people in organizations going through transition statistically representedⁱⁱⁱ.

The implementation of change is a dynamic, continuous, political process during which the innovators and laggards mobilize support for and against the change by influencing the late and early majority. The natural allies of the innovator are the early adopters.

Kotter (1996) has become one of the leading authors on organizational change. He states that organizations go through eight steps to implement successful change. His eight steps cover both technical and personal change.

The eight steps	Technical	People
1 Establishing a sense of urgency <ul style="list-style-type: none"> Examining the market and competitive realities Identifying and discussing crises, potential crises, or major opportunities 	x	x
2 Creating a guiding coalition <ul style="list-style-type: none"> Putting together a group with enough power to lead the change Getting the group to work together as a team 		x x
3 Developing a vision and a strategy <ul style="list-style-type: none"> Creating a vision to help direct the change effort Developing strategies for achieving the vision 	x x	
4 Communicating the change vision <ul style="list-style-type: none"> Using every vehicle possible to communicate the new vision and strategies constantly Having the guiding coalition role model the behaviour expected of employees 		x x
5 Empowering broad-based action <ul style="list-style-type: none"> Getting rid of obstacles Changing systems or structures that undermine the change vision Encouraging risk taking and non-traditional ideas, activities, and action 	x x	x x
6 Generating short-term wins ^{iv} <ul style="list-style-type: none"> Planning for visible improvements in performance, or 'wins' Creating those wins Visibly recognizing and rewarding people who made wins possible 	x x	x x
7 Consolidating gain and producing more change <ul style="list-style-type: none"> Using increased credibility to change all systems, structures, and policies that do not fit together and do not fit the transformation vision Hiring, promoting, and developing people who can implement the change vision Reinvigorating the process with new projects, themes, and change agents 		x x x
8 Anchoring new approaches in the culture <ul style="list-style-type: none"> Creating better performance through customer- and productivity-oriented behaviour, more and better leadership, and more effective management Articulating the connections between new behaviour and organizational success Developing means to ensure leadership development and succession 	x	x x

Figure 8: The eight-stage process of creating major change (Kotter 1996: 21)

Some authors describe the essential parts of the matrix in the following formula:

Change = A < BCD

A = benefits of maintaining status quo

B = pain of maintaining status quo

C = vision of a different world

D = small steps to achieve the vision (O’Neil 2008)

Theories of change and transition focus on organizational change and personal transition. The framework of change management presented above is mainly a Western (Anglo-American) model, which is propagated by its proponents as universally applicable. However, Weber indicated that not all societies are rational societies. Some are traditional and others are charismatic. Spiral Dynamics distinguishes six types of society. These six types are presented in Figure 9.

Color	Description	Country example
Beige	Archaic, instinctive, survivalistic, automatic, reflexological “Express instinctively and automatically for biological survival.”	
Purple	Animistic, tribalistic, magical, animistic tribal order “Sacrifice self to the wishes of the elders and the ways of the ancestors to placate the spirits.”	
Red	Egocentric, exploitive power gods, dominionist “Express self impulsively and without guilt lest one suffers unbearable shame.”	Curaçao
Blue	Absolutistic, obedience, mythic order, purposeful, authoritarian “Sacrifice self now to the one true way and obey rightful authority so as to deserve rewards later.”	Singapore (Dinan, 1999)
Orange	Multiplistic, achievist, scientific, strategic “Express self calculatedly to achieve what self desires, but so as not arouse the ire of others.”	The Netherlands
Green	Relativistic, personalistic, communitarian, egalitarian “Sacrifice self now, to obtain now, for self and others.”	Denmark

Figure 9: Spiral Dynamics (Cowan & Todorovic 2000; Dinan 1999)

The general framework of change management set out above is applicable in societies beyond the colour red, because it is only then that there is the ‘we’ factor. Another issue that must be addressed is the dynamic that takes a society from one level of the spiral dynamics to the next level. Crisis, the need for change or a sense of urgency, according to Spiral Dynamics, are key factors in moving to the next level. This raises the question of

whether the steps identified by Kotter can be applied to islands. Increasingly it is being acknowledged that small island communities need a specific framework to understand change on a personal, organizational and island-wide level (Arthur Andersen 1997; van der Maas 2008). One of the objectives of this article is to explore a suitable framework.

The life cycles of Curaçao

The Kingdom of the Netherlands is currently made up of the Netherlands, the Netherlands Antilles and Aruba. The Netherlands Antilles and Aruba are Dutch overseas self-governing countries. Defence and foreign affairs are Kingdom responsibilities, while the people hold Dutch nationality and citizenship and have full mobility to the Netherlands. The Netherlands Antilles is a federation of the five islands: Curaçao, Bonaire, Saba, St. Eustatius, and Saint Maarten. At the present time the Netherlands Antilles are going through a process of constitutional change. Curaçao and St. Maarten will become countries within the Dutch Kingdom, just as Aruba has been since 1986. The other three islands will each become a sort of Dutch municipality. These changes are expected to take effect in after 2010. After implementation, Curaçao will be freed from a double bureaucratic layer. The expectations are that this will not only lower the cost of government but will also lead to a more effective and decisive government that will be able to support the development of the island.

The island was discovered in 1499 by the Spaniards and went through several life-cycles. The social and economic structure of Curaçao was formed over time, creating a complex,

low trust, traditionally segregated and partially rational western society (Goede 2008).

The main stages in the island's development were:

- The slave trade from the seventeenth century until 1863, the agricultural age combined with international trade
- The oil era started in 1918 and went into decline in the 1960s, the industrial age
- The financial services era started to grow in the 1960s and went into decline in the 1980s, the post industrial age
- Tourism had a restart in the late 1980s and is currently in a phase of accelerated growth.

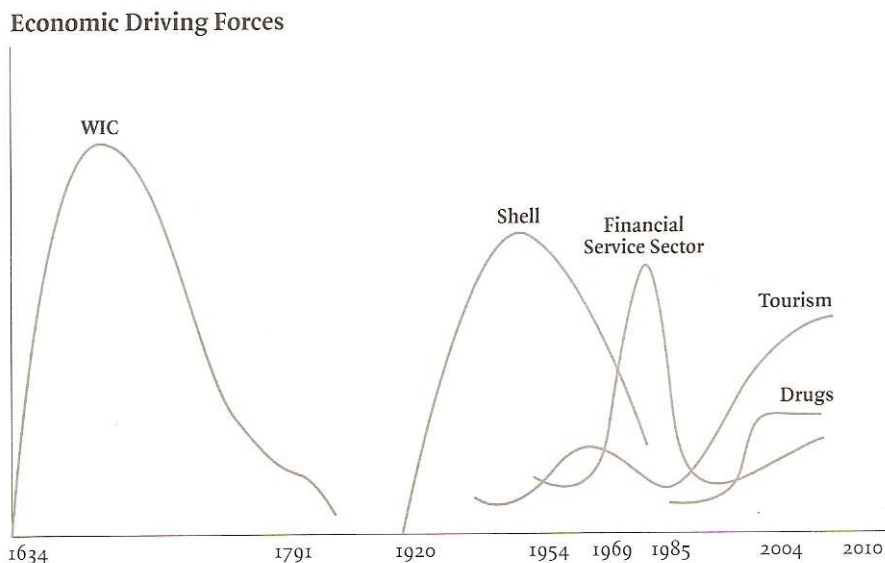


Figure 10: The Life-cycles of Curaçao (Curiel 2005)

In the middle of the seventeenth century the Dutch West Indies Company (WIC) entered the very lucrative slave trade using Curaçao as a transshipment port. Slavery would continue for two hundred years until 1863. This phase set the ground for a segregated society based on ethnicity and culture that is still one of the origins of today's social and economic problems.

After a period of economic stagnation the arrival of the Royal Dutch Petroleum Company in 1918 started a second period of economic growth and the western, rational, Anglo-American system of management was introduced to the island.

In 1954, in the oil stage, and based on the prosperity brought by the oil trade, the Netherlands Antilles obtained internal self-government, as part of the global process of decolonization after the Second World War. A Dutch political and governmental structure was imported and based upon the characteristics of the society of Curaçao it developed into a system of political patronage. In May 1969 as a consequence of the layoffs at the oil refinery a revolt took place.

In the 1940s the international financial sector of Curaçao started. It took off in the 1960s and flourished for twenty-five years, after an attractive fiscal regime was put in place. The sector declined as a consequence of measures taken by the governments of the United States and the Netherlands in the 1980s (Curiel 2005; Gibbes et al. 1999).

In the mid 1980s the island entered a new stage of globalization by implementing a Structural Adjustment Program (SAP) or variations on such a programme.

The tourism phase started at the beginning of the twentieth century and took off in 1950s and 1960s, but was temporarily stopped after 1969. In the mid 1980s tourism was taken up again to mitigate the consequences of the economic crisis. It was difficult to stimulate the economy. In the last three years the tourism industry grew tremendously and broke all records.

If we examine key performance indicators of Curaçao, such as population growth, economic growth, the unemployment rate, the budget deficit and government debt,

Curaçao has not done too well over the last twenty years. But the signs indicate that the economy has finally taken off in 2006 and 2007.

Year	Population in millions	Nominal GDP/capita (%)	Real GDP growth (%)	Unemployment rate (%)	Debt in millions Naf.	Budget deficit in millions Naf.	Inflation (%)
1980	0.148						14.6
1981							12.2
1982							6.1
1983							2.8
1984							2.1
1985					396.8	-57.1	0.4
1986					489.0	-24.9	1.3
1987					640.6	-13.3	3.8
1988				23.2%	612.1	20.6	2.6
1989				20.1%	649.2	-37.8	3.9
1990				17.8%	768.4	-102.1	3.8
1991	0.145	9,358		14.6%	868.4	-82.6	4.0
1992	0.145	10,079		16.9%	927.6	-154.4	1.4
1993	0.145	10,526		13.6%	993.6	-108.3	2.1
1994	0.145	11,152		12.8%	1615.0	-222.9	1.8
1995	0.145	11,536		13.1%	1684.4	-125.8	2.8
1996	0.145	14,043		14.0%	1646.8	-146.5	3.6
1997	0.147	14,256	-3.4	15.5%	1691.5	-62.6	3.3
1998	0.147	14,251	0.0	16.8%	1824.2	-70.6	1.1
1999	0.142	14,355	-2.3	14.8%	1785.5	-15.5	0.4
2000	0.137	14,663	-2.3	14.2%	2150.9	-29.7	5.8
2001	0.131	16,448	-0.7	15.8%	2155.1	42.4	1.8
2002	0.127	17,193	0.4	15.6%	2368.1	-89.8	0.4
2003	0.130	16,972	0.3	15.1%	2447.3	-79.9	1.6
2004	0.133	16,974	0.2	16.1%	2676.8	-134.9	1.4
2005	0.135		0.8	18.2%	2492.4	-75.3	4.1
2006	0.136		1.5	14.7%	2660.7	-101.6	3.1
2007	0.136	17,000	3.8	12%			3.0
2008			3.5				

Table 1: Some economic indicators (Source: Bank van de Nederlandse Antillen). The population of Curaçao over time (Source: Central Bureau of Statistics)

One possible explanation for the poor performance of the recent past might be that Curaçao does not handle or manage change well, on an individual, organizational and island-wide level (Goede 2005).

Methodology

In this paper we study discontinuous change in Curaçao in three categories of organizations. The empirical study presented in this paper builds on 39 case studies.

Public Domain	Civil Society	Private Market
<i>Core Government</i> Constitutional reforms Education reforms Ekilibrio en Adelanto Ekilibrio en Progreso Healthcare reforms Nieuw beleid Nieuwe overheid SAP School reforms Tax reforms	<i>Associations</i> Political parties Labour unions	<i>Global</i> ABN Amro Bank Banco di Caribe Curaçao Aiport ING Bank ORCO Bank Rabo Bank RBTT Bank Shell
<i>Semi Government</i> ALM/ DCA Aqualetra Curaçao Dry Dock Curaçao Port Authority Curoil Post Selikor University of NA UTS	<i>Foundations</i> 5 Stars Curaçao Andruw Jones Park Cancer Institute Sports lotto St. Elisabeth Hospital Vision Korsou Education reforms Healthcare reforms	<i>Captive Market</i> ADM Milling Amstel Beer

Table 2: An overview of the cases studied

The cases were randomly selected and analyzed qualitatively, based on previous publications, public records and participant observation of stakeholders, including directors, shareholders, members of supervisory boards, politicians, consultants and union leaders.

In the next section the cases are presented, highlighting the most prominent features.

Cases of organizational change in Curaçao

As can be concluded from the historical description of the island in the previous section, everything hangs on the change associated with entering into the next life cycle. The analysis in this paper focuses on the last 25 years. The first big change that hit the island followed the decision of the multi-national corporation Shell to leave the island in mid 1985. The second major change was the decline of the financial sector at the end of the 1980s after the United States abandoned its tax treaties with the island. The devaluation of the Venezuelan Bolivar wiped out tourism from that country (Goede 2005; Tromp 2005). It is safe to say that after the mid 1980s there was a need for change in all categories of organizations on the island and that this applied equally to micro, mezzo and macro events. The island government took the lead and formulated a Structural Adjustment Program (SAP), consisting of two tracks: the restructuring of government on the one hand and the restructuring of the economy on the other. At the end of the last century a great number of State Owned Enterprises (SOEs) and foundations had been created. SOEs were also privatized as part of the SAP. Other measures that were implemented as part of the SAP were liberalization of the markets in telecommunications and aviation, as well as the labour market.

To understand change in Curaçao a closer look at the vision, and at specific cases in each category of organization, is necessary. In this section previous research will be presented and new cases will be identified.

Vision

To deal with the crisis the government of Curaçao formulated its *Ekilibrio en Adelanto* programme in the mid 1980s. The essence of the programme was the two tracks. Many other vision programs and projects followed. Up to now, none of the vision programs has really worked. When they reached the implementation stage, they all crumbled.

Public Domain

As part of the SAP and the programs that followed from the mid 1980s, the government tried to implement a downsizing program. But it was not until 1999 that the program was finally implemented, after deeply embedded resistance and pressure from the Netherlands and the International Monetary Fund (IMF).

According to the principles of New Public Management, the reduction of the core government did not bring about sufficient restructuring to interface with the semi-government organisations and the profit organizations. The changes were superficial and only operated at the level of action. This caused fragmentation of the public domain and lack of direction in semi-governmental organizations.

Part of the SAP was a privatization program. This resulted in the creation of numerous SOEs. Selikor, one of the first SOEs to be created in 1995, was created years after Professor Boorsma had first made the suggestion in his report in 1988. After Selikor, many SOEs were started in a short period of time (Goede 2005).

Civil Society

As Curaçao globalized NGOs also went global. The government of Curaçao cut back on subsidizing NGOs and the Dutch government decided to establish more direct links with NGOs because they were concerned about the influence of the local political elites. By doing this the Dutch government further weakened the position of the local government when dealing with NGOs. The NGOs started to look for alternative resources and approached the private sector and international donors. This situation created the conditions for outside donors to increase their influence with the NGOs. After studying the NGOs the conclusion is that change in the NGO category also takes a very long time or never takes place.

Private Market

Market organization was traditionally formed by family businesses and in the late 1960s the economic base was expanded through a process where local industries enjoyed market protection when they were producing goods to substitute imports. In the new millennium, as part of the SAP, market protection was abolished. This led to the closing of several inefficient businesses. Among them were the Amstel brewery and ADM Milling.

Organizations in Curaçao operating in the global market place implement change according to the textbooks. Shell executed the change in 1985 swiftly and boldly. Similar bold strategies to implement change were adopted in the 1990s by corporations like ABN-Amro, Rabo, ING, ADM Milling and Amstel. These mainly Dutch companies abandoned the island and increased their direct presence in the Latin American market.

Discussion

Based on the analysis presented in the previous section, a number of adjustments to the framework for managing change can be identified.

Curaçao is a small developing island. One of the consequences of this is that most of the organizations are small and have triads of the Simple Structure. Because of the small scale of the community there is no distinction between small changes and big changes. Any change affects large numbers of stakeholders. Because of the small scale, social relations are very close, leading to close informal relations and making a rational, business-like approach more difficult; there is no distinction between business matters and personal matters. In addition to the small scale, the society is multicultural, segmented and fragmented. This leads to rivalry between social networks (clans, often organized around political parties), and this limits the independence of actors and makes creating a shared vision very difficult and increases transaction costs.

In Curaçao, like the rest of the world, change has become constant. These changes are the consequence of external factors mentioned by Kotter (1996) and geopolitical developments like the constitutional changes, as well as developments in Venezuela, Colombia, Europe and the United States of America.

Change is best dealt with in the private sector, especially in global organizations, because the factors have direct impact on these organizations, particularly following the abolition of market protection. Resistance to change is often deeply embedded. Change is most strongly resisted in the governmental organizations, because of the lack of market

mechanisms and because of patronage and the coalition system. Outside pressure, for example from the Dutch government and IMF, are essential for implementing change. In NGOs there is no real drive for change because of the lack of market forces and lack of resources and therefore there is no impetus to innovate.

Curaçao and organizations in Curaçao also develop according to the S-curve. In general it can be stated that in Curaçao there is a problem with starting a new life cycle, because signs of the need for change are ignored and much time is wasted in debate. Because of the resistance to change many cash cows and question marks become dogs earlier than they should.

Change is mainly handled as a technical issue. Curaçao is stuck in the industrial age model of blueprint followed by implementation. Much time is spent in the planning phase.

The biggest adjustment to the framework must be made at the transition level. Few organizations and experts know how to align hardware and software change. This is a consequence of following the Western model and lack of research in local change and management. Resistance to change is deeply embedded; there is real fear of change (Marcha 2003; Broek 2006). As a consequence many projects are not realized. If transformation takes place it is only on the level of Doing.

Ending is very hard because it is often associated with the fear of losing one's job. A job is an essential element in the strategy to survive in a society where jobs are scarce.

From the cases we learn that change is fiercely resisted, and that when implementation is under way and performance decreases, it is interpreted as meaning that the change is not working, that the change is not well prepared, that the pace of change is too high and that

reversing the change is justified. Ending is a problem and in the Neutral Zone there is a tendency to reverse the change. If change is implemented, it takes a very long time.

In Curaçao, the roles of innovators and laggards coincide with existing social networks. This implies that change often results in battles between networks. The laggards' networks resist fiercely. The laggards are likely to be fully committed and willing to go to any lengths to make the innovators retreat. This is because the losses for the laggards seem to be greater than the gains for the innovators. In this clash, media and political parties are involved as part of the networks (Goede 2006) and even ethnicity is a factor that is put into play.

When applying the scale of Spiral Dynamics, Curaçao is a predominately a red society, characterized by egocentrism, exploitative power, domination, and impulsiveness directed towards selfish desires without guilt and to avoid shame (Goede 1999). This also explains why the adjustments to the framework are necessary.

Concluding remarks

The universal frameworks provide a good starting point and basic framework to study and facilitate change in small developing islands. Adjustments are necessary due to the small scale of island society and the diversity of that society. A consequence of the small scale of society on an island is that every change is seen as a big change, in which many are affected and social networks get involved. Put in other terms, change has an impact at the micro, mezzo and macro level.

Change is fiercely resisted.

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ⁱ Source unknown

ⁱⁱ <http://www.eoslifework.co.uk/futures.htm>

ⁱⁱⁱ http://en.wikipedia.org/wiki/Technology_Adoption_LifeCycle

^{iv}

Impact	High	Transition (Believe)	Quick wins (Action)
	Low	Change (Thinking)	Waste
		High	low
		Effort	

Figure: Quick wins